



OFFICE OF STATE EMPLOYMENT RELATIONS

Executive Sponsor Charter

Project Name: OSER Lean/Process Redesign Initiative

Executive Sponsor: Greg Gracz, Director

Project Leaders: Jack Lawton, Administrator
Linda Brennan, Executive Human Resources Manager

Key Stakeholders: Governor's Office, State Agencies, Applicants, Wisconsin Tax Payers

Organization: Office of State Employment Relations

Document Last Updated: July 11, 2013

Project Overview: On May 2, 2012, Governor Walker issued Executive Order #66, which established the Wisconsin "Lean Government" initiative. While OSER is not covered by the Order, OSER supports the initiative and has chosen to participate.

The Office of State Employment Relations (OSER) serves the citizens of the State of Wisconsin by establishing, implementing, and monitoring personnel policies and programs to ensure a competent work force and to promote equitable treatment of all current and prospective employees of the state. The Office of State Employment Relations (OSER) is made up of three divisions including: Division of Labor Relations & Compensation, Division of Merit Recruitment & Selection, and the Division of Affirmative Action & Workforce Planning. The three divisions are responsible for recruitment, examinations and selection; classification and compensation; labor-management relations; affirmative action; employee performance evaluation; employee development and training. The Office provides training services in human resources to Wisconsin state government agencies. The Office also operates the State Employee Suggestion Program and the statewide Employee Assistance Program. Authority and responsibilities for OSER policy and programs is found in Wisconsin Statutes, Chapter 230 which includes the promulgation and enforcement of Administrative Codes Chapter ER – Rules of the OSER Director and Chapter ER-MRS – Rules of the DMRS Administrator.

OSER managers recognize the need to take a fundamental look at how OSER delivers services to state agencies and customers and look at ways to standardize and streamline our processes in order to increase efficiencies in customer service and provide a safer and more streamlined workplace for employees. Many process and procedures within the Office of State Employment Relations are long standing and have evolved over years of practice. These processes and procedures are not regularly reviewed and therefore may be out of date. The result is processes and procedures with non-value added steps and activity and an emphasis on rote activities. This presents opportunities for process redesign using Lean Six Sigma methodologies. OSER intends to be an organization that blends oversight with excellence in performance and customer service. This new focus will result in work products and services that are more timely, professional and efficient.

Vision: OSER's vision is to continuously improve the effectiveness and efficiency of the state's human resource system through communication, partnerships, and strategic application of best practices to Wisconsin state government. Adopting lean methodologies and building a lean culture will mean becoming more content focused, using limited resources to provide effective, efficient and responsive services to internal and external customers. This includes engaging and empowering management and staff to identify opportunities for process redesign, developing a culture where challenging old methods and ways of operating are encouraged within a set of guiding principles. OSER will engage employees by involving them in the recommendations for change and successful implementation of models for improved service, delivery, and customer satisfaction. As a result, morale will improve and OSER will become known for its outstanding service and as a great place to work.

Guiding Principles: The following principles will building a lean culture in OSER:

- **Customer Service:** Providing timely and responsive levels of customer service is essential
- **Engage:** Proactively engage / involve staff in the design and implementation of the lean initiative
- **Value:** Recognize and respect the expertise, value and contributions of all management and staff
- **Streamline:** Find ways to streamline and simplify business processes
- **Standardize:** Work toward division-wide/agency standardization of processes
- **Collaborate:** Look for opportunities to work collaboratively
- **Improve:** Focus on improving quality and timeliness of services within existing budgets
- **Leverage:** Leverage technology to meet defined business needs
- **Communicate:** Communicate frequently and effectively throughout the project
- **Change:** Value the past and the present while building a solid foundation for the future

Project Goals:

- 1) To provide an introduction to and training in lean methodology to Agency leadership and staff chosen to serve on lean initiative teams
- 2) To choose a lean project(s) which represent processes that can be improved to generate efficiencies and improve customer service
- 3) Identify project team members
- 4) Identify key project stakeholders and their roles
- 5) To apply lean methodology to define, analyze, measure, implement and control the changes within OSER
- 6) Provide regular communication on lean initiative progress.
- 7) Measure customer and staff satisfaction with the lean initiative and its outcomes.

Note: Processes which are specified in and driven by state statute or administrative rule/code must be considered out of the project scope

Project Deliverables:

- 1) Identify lean initiative(s) that will focus on streamlining, standardizing, simplifying and improving processes.
- 2) Communication plan in place which includes regular updates and a final report out.
- 3) The lean initiative(s) will reduce processing time by 10 to 30% and/or reduce or eliminate rote activities, and focus on delivering a high quality of service and work products as evidenced by employee satisfaction and streamlined and efficient work products.

- 4) Conduct the project in a manner which is inclusive and transparent, and instills trust amongst OSER and other agency participants.
- 5) Engage stakeholders in inclusive and transparent ways so they are invested in the recommendations for change.
- 6) Demonstrate collaboration in the process redesign initiative and a willingness to share insights across state agencies about OSERs lean initiative.

High-Level Timeline

Project Start Up

Target Date

June 10, 2013

Training

Executive Overview Delivered June 10, 2013.
Begin 24 hour training for select project staff
by June 24 – 26, 2013

Process Selection/Prioritization

August, 2013

Process Redesign

September 2013 through March 2014

Develop Long-Term Sustainability

April, 2014

Develop Service Delivery Models

June, 2014

Title	Who	Roles / Responsibilities
Executive Sponsor	Greg Gracz	Serve as ultimate decision maker for project budget, timeline and scope.
Leadership Support	Jessica O'Donnell Jack Lawton Jeanette Johnson Kathy Kopp Linda Brennan Jim Underhill	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
Redesign Projects	Redesign Team Members (TBD)	Redesign selected division processes adhering to lean principles and practices including responsibility for metrics. (See individual team charters).
Redesign Team Leaders	Designated Staff in OSER (TBD)	Serve as a team leader directing the work of the redesign team and keeping the project on schedule; Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase.

Signed : _____

